

**Department of Revenue  
2003 Employee Satisfaction Survey**

Please circle the answer that most closely reflects your feelings for each statement. The scale is as follows: **5 – Strongly Agree; 4 – Somewhat Agree; 3 – Somewhat Disagree; 2 – Strongly Disagree; 1 - No Opinion/Don't Know.** Your answers are **CONFIDENTIAL**. Thank you for your participation and honesty.

**PLEASE RETURN YOUR SURVEY BY OCTOBER 31, 2003**

**CAREER DEVELOPMENT**

**CIRCLE ONE CHOICE**

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No Opinion/ Don't Know
1. I am satisfied with my employment at the Department of Revenue.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
2. The Agency provides training and development to prepare me for job advancement.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
3. Opportunities exist for me to advance to a higher level or position.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
4. When I pursue advancement, I receive encouragement from my supervisor.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
5. I am encouraged to participate in the training needed to perform my job.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
6. I am satisfied with the current dollar allowance for tuition reimbursement. (\$2,700 a year).	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
7. I receive recognition for achievement outside of my performance evaluation.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
8. Current recognition programs are valuable:					
Agency-Level Program	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Division-Level Program	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Region or Section-Level Program	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Work Unit	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
All Star Program	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Quarterly Quality Recognition Events	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Project or Quality Team Recognition	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

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	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No Opinion/Don't Know
9. Advancement is based on merit.	5	4	3	2	1
10. Agency employees <b>should be</b> hired/promoted because of:					
Performance	5	4	3	2	1
Who you know	5	4	3	2	1
Work experience	5	4	3	2	1
Years of state service	5	4	3	2	1
Affirmative Action	5	4	3	2	1
Leadership potential	5	4	3	2	1
Other: (please write)_____	5	4	3	2	1
11. Agency employees <b>are</b> hired/promoted because of:					
Performance	5	4	3	2	1
Who they know	5	4	3	2	1
Work experience	5	4	3	2	1
Years of state service	5	4	3	2	1
Affirmative Action	5	4	3	2	1
Leadership potential	5	4	3	2	1
Other: (please write)_____	5	4	3	2	1
12. The Agency provides adequate opportunities for me to get exposure and to better understand the job duties of other Agency employees.	5	4	3	2	1
13. Are you aware of the Agency's <i>Promotions and Hiring Handbook</i> ?	Yes				
<i>If no, skip to question 15.</i>	No				
14. My division considers the hiring and promotion processes as suggested in the <i>Promotions and Hiring Handbook</i> .	5	4	3	2	1
15. Have you been an interviewer or candidate within a DOR hiring/promotion process in the last two years?	Yes				
<i>If no, skip to question 17.</i>	No				
16. I considered the <i>Promotions and Hiring Handbook</i> when I was an interviewer or candidate within a DOR hiring/promotion process.	Yes				
	No				

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Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No Opinion/Don't Know
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**WORK CLIMATE**

17.	My working conditions have improved since October 2001.	5	4	3	2	1
18.	Employees may become members of the Washington Public Employees Association (WPEA) without negatively affecting their career advancement opportunities.	5	4	3	2	1
19.	The ratio of supervisors to employees is too high.	5	4	3	2	1
20.	My section/unit has enough staff to adequately accomplish the workload.	5	4	3	2	1
21.	There is cooperation <b>within my</b> division.	5	4	3	2	1
22.	There is cooperation <b>between</b> divisions.	5	4	3	2	1
23.	On the average, I can realistically complete assignments within the time allowed.	5	4	3	2	1
24.	My job classification is appropriate to the duties I perform.	5	4	3	2	1
25.	The work I am assigned is accurately reflected in my job description [Classification Questionnaire (CQ)].	5	4	3	2	1
26.	My office facilities are adequate for job performance.	5	4	3	2	1
27.	Equipment available to me is adequate to provide for the successful completion of work tasks.	5	4	3	2	1
28.	There are sufficient health and safety measures taken to ensure a safe working environment.	5	4	3	2	1
29.	I believe I would be subject to retaliation if I filed a grievance/appeal.	5	4	3	2	1
30.	I feel the Agency would effectively handle a sexual harassment complaint.	5	4	3	2	1
31.	I would be willing to bring forth a sexual harassment issue.	5	4	3	2	1

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	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No Opinion/Don't Know
32. If I was unwilling to bring forth a sexual harassment issue, I would be unwilling because:					
Fear of retaliation	5	4	3	2	1
Lack of confidentiality	5	4	3	2	1
Other personal reasons	5	4	3	2	1
33. I understand the Agency's policy and procedure on sexual harassment prevention.	5	4	3	2	1
34. My Agency respects and values workforce diversity.	5	4	3	2	1
35. Diversity is respected and valued within my division.	5	4	3	2	1
36. I understand how the state ethics regulations apply to me directly.	5	4	3	2	1

**COMPENSATION AND BENEFITS**

37. The salary I receive is fair compensation for the work I do.	5	4	3	2	1
38. I am satisfied with the Department's flextime policy.	5	4	3	2	1
39. I am satisfied with the Department's flex-place policy.	5	4	3	2	1
40. Within the Department, part-time employment and/or job-sharing opportunities are available to me.	5	4	3	2	1
41. I am satisfied with the available health insurance plans.	5	4	3	2	1

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Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No Opinion/Don't Know
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**COMMUNICATION**

42.	Prior to making changes, my division encourages employee input and involvement in matters that affect it.	5	4	3	2	1
43.	I receive adequate information about changes in tax policies or rules prior to the effective dates of the changes.	5	4	3	2	1
44.	Staff or team meetings are held often enough in my work unit to ensure effective communication of information.	5	4	3	2	1
45.	Issues and concerns originating in my work group are accurately communicated through the chain of command to appropriate levels.	5	4	3	2	1
46.	The information the <b>Department</b> provides me about matters affecting the Department is timely.	5	4	3	2	1
47.	Information originating at the <b>director</b> or <b>executive</b> levels is communicated timely to employees.	5	4	3	2	1
48.	Information originating at the <b>division management</b> level is communicated timely to employees.	5	4	3	2	1
49.	Policy decisions made by one division are effectively communicated to other divisions.	5	4	3	2	1
50.	I know where to look for the tax policy announcements and information that I need.	5	4	3	2	1
51.	When tax policy decisions are made by the Department, the information is communicated most effectively to me through:					
	My supervisor	5	4	3	2	1
	E-mail message	5	4	3	2	1
	Paper or hard copy messages	5	4	3	2	1
	Internet pages and links	5	4	3	2	1
	Other, please specify: _____	5	4	3	2	1

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	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No Opinion/Don't Know
52. The following are effective ways to communicate with me about <b>general</b> information:					
Meetings	5	4	3	2	1
E-mail to my "Inbox"	5	4	3	2	1
E-mail to "Everyone Messages"	5	4	3	2	1
Internet/Intranet web pages and links	5	4	3	2	1
Newsletters and other "paper" means	5	4	3	2	1
Bulletin boards	5	4	3	2	1
One-on-one with supervisor	5	4	3	2	1

**SERVICE QUALITY**

53. I have enough flexibility and authority to provide high quality service.	5	4	3	2	1
54. Taxpayers would rate service provided by our Department staff as professional.	5	4	3	2	1
55. Taxpayers would rate our Department's procedures as customer-friendly.	5	4	3	2	1
56. My improvement ideas are explored.	5	4	3	2	1
57. Quality teams and efforts are providing improvements in agency operations.	5	4	3	2	1
58. I have served on a quality team some time in the past two years. <i>If no, skip to question 60.</i>	Yes No				
59. My time spent on the team and for the improvement effort was worth it.	5	4	3	2	1

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	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No Opinion/Don't Know
60. When I depend on the services of the divisions listed below to get my work done, I receive quality service. Please respond to each division as applicable. Check No Opinion/Don't Know if that division doesn't affect your work.					
Appeals	5	4	3	2	1
Attorney General Office-Revenue Division	5	4	3	2	1
Audit	5	4	3	2	1
Compliance	5	4	3	2	1
Executive	5	4	3	2	1
Financial and Employee Services	5	4	3	2	1
Information Services	5	4	3	2	1
Legislation and Policy	5	4	3	2	1
Property Tax	5	4	3	2	1
Research	5	4	3	2	1
Special Programs	5	4	3	2	1
Taxpayer Account Administration	5	4	3	2	1
Taxpayer Services	5	4	3	2	1
61. Below are the 5 Agency-Level Goals. Please rate how satisfied you are with the Department's progress toward these goals.					
1) Make conducting business as simple as possible for our customers and employees.	5	4	3	2	1
2) Develop, recruit, retain, and value a high quality diverse workforce.	5	4	3	2	1
3) Seek efficiencies and improvements in Agency programs.	5	4	3	2	1
4) Promote fairness, consistency, and uniformity in the development and application of tax law and policy.	5	4	3	2	1
5) Build and strengthen relationships with our customers.	5	4	3	2	1

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Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No Opinion/Don't Know
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## SUPERVISION/EVALUATION

Questions 62 - 68 are based on your last performance evaluation. *The evaluation process should include receiving a performance evaluation worksheet for the employee to complete with a copy of the employee's current classification questionnaire (CQ) or WMS position description, completion of an evaluation worksheet by the supervisor and a discussion between supervisor and employee's regarding their performance evaluation worksheets.*

	Yes	No				
62. I received a performance evaluation during the last year. <i>If no, skip to question 69.</i>						
63. I had the opportunity to participate in the evaluation process as described above.	5	4	3	2	1	
64. As part of my evaluation process, my supervisor and I reviewed my classification questionnaire (CQ) or WMS position description.	5	4	3	2	1	
65. The performance evaluation process facilitates meaningful communication between my supervisor and myself.	5	4	3	2	1	
66. My last performance evaluation accurately measured my work performance.	5	4	3	2	1	
67. My last performance evaluation helped me to improve my job performance.	5	4	3	2	1	
68. As part of my evaluation, my supervisor assists me in formulating a training development plan.	5	4	3	2	1	
69. My supervisor clearly expresses work expectations to me.	5	4	3	2	1	
70. My supervisor gives me sufficient feedback in my day-to-day performance.	5	4	3	2	1	
71. My supervisor distributes work fairly.	5	4	3	2	1	
72. My supervisor is regarded as a leader by my work group.	5	4	3	2	1	
73. My supervisor supports my job decisions when appropriate.	5	4	3	2	1	

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		Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No Opinion/Don't Know
74.	My supervisor can help me get answers to technical questions.	5	4	3	2	1
75.	My supervisor ensures that I know how to access all rules, policies, and procedures.	5	4	3	2	1
76.	My supervisor applies personnel/work-related rules fairly toward <b>me</b> .	5	4	3	2	1
77.	My supervisor applies personnel/work-related rules fairly to members of the <b>work group</b> .	5	4	3	2	1
78.	Personnel/work-related rules are applied fairly by all supervisors within the <b>office</b> .	5	4	3	2	1
79.	Personnel/work-related rules are applied fairly by all supervisors within the <b>division</b> .	5	4	3	2	1
80.	I feel comfortable raising questions or making comments to my supervisor about work-related issues.	5	4	3	2	1
81.	My supervisor explains the reasons for work decisions.	5	4	3	2	1
82.	I am satisfied with the overall performance of my immediate supervisor.	5	4	3	2	1
83.	Within my division, I am satisfied with the overall performance of middle management. (Middle management is defined as managers between first-line supervisors and the Assistant Director).	5	4	3	2	1
84.	My Assistant Director is regarded as a positive leader within my division.	5	4	3	2	1
85.	I am satisfied with the overall performance of the current Agency Executive leadership.	5	4	3	2	1

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Extremely Important	Important	Somewhat Important	Not Important	No Opinion
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**MORALE**

86. Studies have shown these factors below contribute to morale. Please rate each factor on how **important** it is to you.

Trust and respect among people	5	4	3	2	1
Appropriate decision-making ability	5	4	3	2	1
Flexibility in my work	5	4	3	2	1
A good physical work environment	5	4	3	2	1
Challenging work	5	4	3	2	1
Ability to make a difference at work	5	4	3	2	1
Recognition and appreciation	5	4	3	2	1
Opportunity to grow and develop	5	4	3	2	1
Good compensation and benefits	5	4	3	2	1
Promotional opportunities	5	4	3	2	1
Job security	5	4	3	2	1
Work/Family balance	5	4	3	2	1

Extremely Satisfied	Satisfied	Somewhat Satisfied	Not Satisfied	No Opinion
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87. Please rate how **satisfied** you are with these morale factors in your work setting.

Trust and respect among people	5	4	3	2	1
Appropriate decision-making ability	5	4	3	2	1
Flexibility in my work	5	4	3	2	1
A good physical work environment	5	4	3	2	1
Challenging work	5	4	3	2	1
Ability to make a difference at work	5	4	3	2	1
Recognition and appreciation	5	4	3	2	1
Opportunity to grow and develop	5	4	3	2	1
Good compensation and benefits	5	4	3	2	1
Promotional opportunities	5	4	3	2	1
Job security	5	4	3	2	1
Work/Family balance	5	4	3	2	1

## DEMOGRAPHICS

88. **What is your division? (Please check one)**

- Appeals
- Audit
- Compliance
- Executive
- Financial and Employee Services
- Information Services
- Legislation and Policy
- Property Tax
- Research
- Special Programs
- Taxpayer Account Administration
- Taxpayer Services

89. Your office is located in:

- Thurston County
- Field Office (including Olympia district office)

90. Please indicate whether you are currently a supervisor. Positions include all levels of management that require active supervision of one or more people.

Yes  No

91. Were you an employee prior to 10/2001? Yes  No

Thank you for taking the time to complete this survey. The Agency will be sponsoring division-specific feedback sessions with the data in the months following the survey.